

MINNEAPOLIS BLUEPRINT for ACTION to PREVENT YOUTH VIOLENCE

Blueprint for Action



August 2013

Minneapolis is honored to be included in the National Forum on Youth Violence Prevention. We have been addressing youth violence as a public health issue since 2008 and we are eager to share our experience and learn best practices from other cities in the Forum.

Seven years ago Minneapolis faced a rise in violent crime involving young people. In response, Minneapolis Mayor R.T. Rybak partnered with local leaders in government, education, law enforcement, social services, neighborhoods, and business to address the problem. The result of this partnership was the 2008 implementation of the City's cooperative plan known as the Minneapolis Blueprint for Action to Prevent Youth Violence.

Over the last five years, with broad citywide collaboration and community support the Blueprint's guiding principles have been used to create numerous youth violence prevention initiatives. Some of these have included: North4, a collaboration between the City and Emerge Community Development to engage and employ gang-affiliated youth; Picturing Peace, a partnership between Hennepin County Libraries and the Downtown Improvement District for youth to document their hopes for peace through photography; and BUILD, a youth development curriculum that promotes social and emotional learning and fosters positive decision making to prevent gang activity. These collective efforts and many others have made a significant impact toward ending youth violence in Minneapolis. From 2006 to 2012 in the City of Minneapolis violent crime among youth decreased 57%, incidents with guns among youth decreased 67%, youth gunshot victims decreased 39%, youth homicides decreased 60%, and youth gun-related assault injuries decreased 62%.

This is a promising start, but there is still work to be done. While Minneapolis' overall youth violence numbers are low compared to many other cities, the negative repercussions still affect families, friends, neighbors, and communities, and reverberate throughout the city all the same. The work of youth violence prevention is a task for our entire City. This plan is a comprehensive recommitment to our shared vision for a unified City, a place where all of our youth are safe and able to thrive.

Sincerely,

A blue ink signature of R.T. Rybak, consisting of a stylized 'R' and 'T' followed by a flourish.

R.T. Rybak
Mayor of Minneapolis

A black ink signature of Bernadeia Johnson, written in a cursive style.

Bernadeia Johnson
Superintendent, Minneapolis Public Schools

A black ink signature of Chief Janeé Harteau, written in a cursive style.

Chief Janeé Harteau
Minneapolis Police Department

A black ink signature of Gretchen Musicant, written in a cursive style.

Gretchen Musicant
Commissioner, Minneapolis Health Department



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Executive Summary

Violence involving young people is a critical issue for the City of Minneapolis. From 2002 to 2011, homicide was the leading cause of death among Minneapolis residents age 15-24 years, accounting for 39% of deaths in this age group. In 2011, gun-related assault injury rates were 50% higher among juveniles and 60% higher among 18-24 year olds compared with a decade ago. The negative repercussions of such violence affect entire communities and reverberate throughout the city.

The rise in violent crime involving youth was the impetus for the City of Minneapolis and the Minneapolis Foundation to launch a citywide effort to reduce youth violence in 2007. The first Blueprint for Action to Prevent Youth Violence was subsequently introduced in 2008. The plan represented a public health approach to the issue and included perspectives from law enforcement, juvenile supervision, public health, youth programs, education, social services, faith communities, neighborhoods, city and county government, and youth, and provided a platform for collaboration, planning, resource allocation and strategic decision making.

In conjunction with guidance from the Youth Violence Prevention Executive Committee, the Minneapolis Health Department coordinates the efforts of many partners, including the Minneapolis Police Department, Minneapolis Public Schools, the Minneapolis Park and Recreation Board, Hennepin County, and community-based youth-serving organizations. During the past five years, Minneapolis has seen significant progress in the galvanization of these stakeholders and the development of new and enhanced activities to reduce youth violence.

In 2012, Minneapolis was invited to join the National Forum on Youth Violence Prevention. The National Forum is a network of cities and federal agencies that work together, share information, and build local capacity. The National Forum's strategic planning process provided the framework for engaging community partners, collecting and sharing relevant data and information, and revising the Blueprint. Community dialogues and a Plan Development Workgroup provided extensive input to shape the revised strategic plan. The 2013 Blueprint sets forth five goals:

- Foster violence-free social environments
- Promote positive opportunities and connections to trusted adults for all youth
- Intervene with youth and families at the first sign of risk
- Restore youth who have gone down the wrong path
- Protect children and youth from violence in the community

The Blueprint is a community-driven, grassroots response to the issue of youth violence. The goals are a framework under which many programs, services, and efforts coalesce. This collaborative, multi-level approach integrates programming that is designed to serve diverse populations.

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The Blueprint includes a list of existing and new activities informed by public health principles and aligned with the National Forum framework of prevention, early intervention, re-entry and enforcement.

In order to evaluate the success of the Blueprint, performance measures are aligned with objectives under each goal. In addition, the City tracks a broad range of indicators, including the number of youth homicides, youth involved in violent crimes, and youth assault-related injuries.

The ultimate success of this revised Blueprint is reliant on community stakeholders remaining a part of the process. Tremendous efforts are taking place throughout Minneapolis, and the Blueprint plays an important role in weaving together the broad network of stakeholders and committed parties working together toward one common goal: the eradication of youth violence.



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Youth violence in Minneapolis

Violence involving young people is a critical issue for the City of Minneapolis. From 2002 to 2011, homicide was the leading cause of death among Minneapolis residents age 15-24 years, accounting for 146 (39%) deaths in this age group. The rise in assaults and gun-related injuries is also a serious concern. In 2011, gun-related assault injury rates were 50% higher among juveniles and 60% higher among 18-24 year olds compared with a decade ago. Although the absolute number of homicides in Minneapolis is small relative to many U.S. cities, their negative repercussions affect families, friends, neighbors, and communities, and reverberate throughout the city.

Violence is inextricably intertwined with poverty and racial, ethnic, and socioeconomic disparities. The communities with the highest concentrations of poverty are the ones most directly affected by youth violence. These communities, with the proportion of residents living in poverty noted, include Camden (20%), Near North (40%), Central (25%), Phillips (38%) and Powderhorn (25%). The area that includes the Camden and Near North communities accounted for 80% of juvenile gun-related victims citywide in 2011. The perception of gangs as a serious problem was also greatest among residents in the areas with the highest rates of violence. According to the Hennepin County SHAPE 2010 survey, more than half (57%) of adults in the Camden and Near North communities and 33% of adults in the Central, Phillips and Powderhorn communities cited gangs as a serious problem, compared with 10% of adults who lived in other areas of Minneapolis. The perception of gangs as a serious problem also differed greatly among racial/ethnic groups. Gangs were identified as a neighborhood problem by 40% of Hispanics, 35% of African Americans, 24% of Asians/Pacific Islanders, and 11% of Whites in the 2006 Hennepin County SHAPE survey.

Youth violence prevention initiatives use the term “youth” broadly to cover ages 10 to 24 years.

Local violence-related data and the disparate impact of youth violence in disadvantaged communities emphasize the critical need to address social inequities and promote opportunities, particularly among youth who are at a critical phase of development. Given that violence emerges from a broad social, economic, and historical context that includes poverty, unemployment, persistent structural racism, discrimination, and disadvantage, solutions will require attention within educational, health care, social service, law enforcement, and criminal justice systems to address underlying root causes. The wide spectrum of violence that young people experience or witness, the disproportionate impact of violence on affected neighborhoods, and the potentially long-term traumatic effects on individuals and their communities underscore the ongoing need for a comprehensive, strategic plan to address the complex public health problem of youth violence in Minneapolis.

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Minneapolis responds: 2008 Blueprint for Action to Prevent Youth Violence

The rise in homicides and other violent crime involving youth was the impetus for the City of Minneapolis and the Minneapolis Foundation to launch a citywide effort in 2007 to reduce youth violence. Under the leadership of Minneapolis Mayor R.T. Rybak, the City of Minneapolis released the first Blueprint for Action to Prevent Youth Violence in 2008. Developed through a year of strategic planning and community forums, the Blueprint provided a platform for collaboration, planning, resource allocation and strategic decision making. Leaders who came together to develop the Blueprint included representatives from law enforcement, juvenile supervision, public health, youth programs, education, social services, faith communities, neighborhoods, and city and county government.

The strategic plan was based on a public health approach, which treats and responds to youth violence as a preventable condition. Public health strategies decrease factors that put people at risk for violence and increase factors that protect people from violence. Among the first steps to ensure sustainable support for moving forward were the creation of a Youth Violence Prevention Coordinator position in the Minneapolis Health Department and the establishment of a 17-member Executive Committee.

Since the Blueprint was released in 2008, Minneapolis has seen progress in a number of areas. One of the most significant developments has been the galvanization of stakeholders, with the Blueprint providing a venue for collaboration on a variety of youth-related issues. Leadership and staff from Hennepin County, the City of Minneapolis, Minneapolis Public Schools, community-based organizations, and faith communities have been empowered to work collaboratively toward improvements in program alignment and implementation. For example, initiatives have improved transportation options and extended summer hours for out-of-school time activities, expanded street outreach services for disconnected youth, improved access to teen pregnancy prevention education, coordinated mental health services in high schools, and enhanced specialized employment programming for gang-involved youth.

A notable example of this collaboration was the effort to improve the way services are provided to curfew, truancy, and low-level offenders. In response to the lack of positive interventions and programming available for these youth, the service model for the Juvenile Supervision Center (JSC) was revamped in 2008. The JSC is funded and governed through a Joint Powers Agreement executed by Hennepin County, the City of Minneapolis, and Minneapolis Public Schools. The revamped service model uses best practices to provide a safe and supervised environment, risk screening and assessments, immediate interventions, and follow-up and aftercare. JSC staff work with police, the health department, county human services, probation, corrections, and schools to ensure that youth brought to the center receive the supportive services they need to stay in school and stay away from more serious criminal activity. This collaborative nature of the JSC, which also includes data sharing and a cooperative approach to program coordination, has resulted in a significant improvement in service delivery.

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The Blueprint has also enhanced engagement, dialogue, and positive relationships between agencies and youth. Various stakeholders have worked collaboratively with formal groups such as the Minneapolis Youth Congress and informal groups of youth to generate critical thinking around how services are planned and implemented. This has led to results like the collaboration between the Minneapolis Police Department (MPD), the Minneapolis Youth Congress, and the Downtown Improvement District to hire youth workers trained in youth development approaches to provide outreach services that help ensure that downtown Minneapolis is safe and violence-free. Employing youth development principles and fostering positive contacts between youth and police has emerged elsewhere as well, including through the MPD/Minneapolis Public Schools partnership that provides School Resource Officers in school buildings and the Bike Cops for Kids program, through which MPD provides free bikes and safety equipment to youth.

Implementation of the Blueprint has led to measurable reductions in youth violence in Minneapolis. Consistent with positive impacts on the coordination and quality of services available for all youth have been reductions in citywide indicators of youth violence. Minneapolis Police Department data for the years 2006 and 2012 document substantial decreases in the number of youth under age 18 involved as arrestees or suspects in violent crime (from 2,652 to 1,136, a 57% reduction), the number of youth under age 18 involved as victims, suspects or arrestees in gun-related incidents (from 412 to 137, a 67% reduction), and the number of homicide victims under age 24 (from 25 to 10, a 60% reduction). For the same period, Minnesota Hospital Association data show a similar rate of decrease in the number of gun-related assault injuries for Minneapolis residents age 24 or younger (from 156 to 59, a 62% reduction).

The ultimate success of the Blueprint is reliant on the extent to which community stakeholders remain a part of the process. Groups such as neighborhood associations, faith communities, schools, libraries, parks, local businesses, and block clubs have joined the ranks of government, law enforcement, and youth-serving organizations to provide a broad network of committed parties working together toward one common goal: the eradication of youth violence.

Forum Principles - Three principles are critical to directing and leveraging limited resources to make a longstanding impact:

- Multidisciplinary partnerships are key to tackling this complex issue; police, educators, public health and other service providers, faith and community leaders, parents, and kids, must all be at the table.
- Communities must balance and coordinate their prevention, intervention, enforcement and reentry strategies.
- Data and evidence-driven strategies must inform efforts to reduce youth violence.

Forum Goals

- Elevate youth and gang violence as an issue of national significance.
- Enhance the capacity of participating localities, as well as others across the country, to more effectively prevent youth and gang violence.
- Sustain progress and systems change through engagement, alignment, and assessment.

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Taking the next step: aligning local efforts with the National Forum on Youth Violence Prevention

In 2012, Minneapolis was invited to join the National Forum on Youth Violence Prevention. The National Forum is a network of cities and federal agencies that work together, share information, and build local capacity to prevent and reduce youth violence. Established at the direction of President Barack Obama in 2010, the Forum brings together people from diverse professions and perspectives to learn from each other about the crisis of youth and gang violence in the U.S and to build comprehensive solutions on the local and national levels.

Participating Federal agencies include the Departments of Justice, Education, Health and Human Services, Housing and Urban Development, and Labor, as well as the White House Office of National Drug Control Policy. Other participants involved with the National Forum include faith- and community-based organizations, youth and family groups, and business and philanthropic leaders. The Forum Cities are Boston, Camden, Chicago, Detroit, Memphis, Minneapolis, New Orleans, Philadelphia, Salinas, and San Jose. The Forum envisions a “vibrant national network of federal and local stakeholders who, through the use of multi-disciplinary partnerships, balanced approaches and data-driven strategies, strengthen communities so that they may better prevent violence and promote the safety, health, and development of the nation’s youth.”

Recognition and support from the National Forum reinvigorated the City’s efforts to revise the Blueprint. Strategic planning began in late in 2012 and community work sessions were held beginning in 2013.

Strategic planning for the revised 2013 Blueprint

The National Forum’s strategic planning process provided the framework for engaging community partners, collecting and sharing relevant data and information, and revising the Blueprint.

The Youth Violence Prevention Executive Committee developed vision and mission statements to guide the revised Blueprint. The Plan Development Workgroup, which met four times, included experts in youth violence prevention and youth development including representatives from more than 60 youth-serving providers as well as private businesses and government agencies.

Vision: A unified city where all youth can be safe and thrive.

Mission: To prevent youth violence through comprehensive approaches that support the development and successes of youth and families in their communities, encourage strong partnerships among organizations, and are culturally-grounded and asset-based.

The Plan Development Workgroup meetings were designed to identify unmet needs and concerns related to youth violence in Minneapolis and align those concerns with evidence-based strategies and programs.

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Workgroup members were asked to bring feedback directly from youth in their families, organizations, and communities to address youth concerns about violence.

A range of concerns and recommendations were identified through this process. Participants urged continued incorporation of strategies and programs that have been rated effective by the Office of Juvenile Justice and Delinquency Prevention and the revised Blueprint seeks to incorporate more of these. Strengths and assets were also noted with respect to existing services and programming that could be targeted to address concerns.

In addition, youth focus groups were conducted by graduate students from the University of Minnesota's Youth Leadership Development Program. The focus groups resulted in feedback from more than 30 youth.

Community dialogues were also conducted as part of the strategic planning process. Three events were held in different neighborhood locations between May and July 2013. Each event hosted 70-100 participants, including local youth, adults, and families, as well as neighborhood service providers. The dialogues were guided by trained youth facilitators from the Minneapolis Youth Congress and youthrive. Participants shared their concerns around youth violence, ideas for what they thought needed to happen, and visions for a violence-free community. Discussions were spirited, encouraging, honest, and challenging.

Additionally, in 2012, Minneapolis Mayor R.T. Rybak formed the Minneapolis Youth Violence Review Commission. The Commission was charged with reviewing the City's efforts pursuant to implementation of the original 2008 Blueprint. An independent counsel, Andrew M. Luger of the law firm Greene Espel, was appointed to perform the work of the Commission. The Commission reviewed internal and external reports,

Selected concerns and recommendations from the Plan Development Workgroup

Specific types/contributors to violence

- Violence in the home
- Sex trafficking of girls
- Access to guns
- Online bullying and the impact of social media
- Conflict related to racial/cultural differences

Identified needs/lack of resources

- Lack of resources to engage parents in programs
- Lack of mentors, resources and opportunities to develop problem solving skills
- Lack of culturally relevant resources
- Opportunities to develop emotional coping skills to address historical, generational, and personal trauma
- Need for leaders and peacemakers within cultural groups to lead intercultural dialogue

Systems improvements

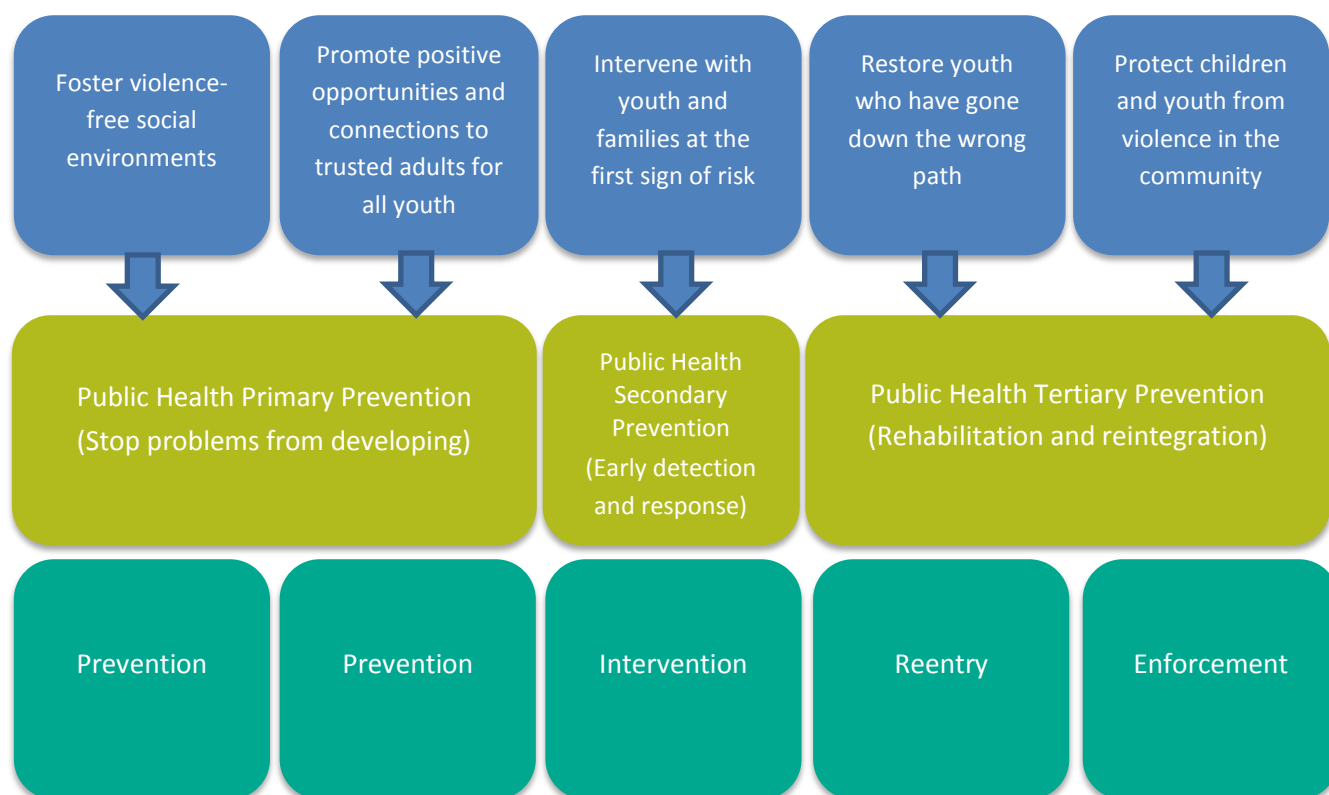
- Include youth as part of the solution.
- Share Information across agencies and systems.
- Balance consequences with the seriousness of the offense.
- Identify youth served by social service providers and hospitals who are at risk for violence.
- Counter negative portrayals of youth in the mass media and in social media.
- Resolve barriers to employment opportunities for youth involved with the juvenile justice system.
- Engage survivors of youth and gun violence in meaningful ways to address youth violence in their communities.

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files, and studies, and conducted interviews with key staff. The findings outlined in the Commission's final report offered both a summary of how the efforts of the 2008 Blueprint were viewed by the community to that point and recommendations for revisions and enhancements moving forward.

The resulting input from the Plan Development Workgroup, the community dialogues, and the Commission Report contributed significantly to the process of revising the Blueprint. One notable revision was a strategic refinement and reorganization of the original four Blueprint goals, including addition of a fifth goal. The following diagram presents the revised five goals and illustrates their alignment with the corresponding key strategies of the National Forum to Prevent Youth Violence and public health practice.

The Alignment of the 5 Minneapolis Blueprint Goals with the National Forum Strategies and the Continuum of Public Health Services



The strategic planning process strongly reinforced the interconnectedness of the goals and their associated activities. The Blueprint action plan organizes objectives and activities under specific Blueprint goals. In practice, however, there is a significant overlap in strategies and many activities fall under more than one segment of the continuum presented in this conceptual model.

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Participants in the strategic planning process emphasized that Blueprint activities must be culturally grounded. At a basic level, to succeed and benefit the entirety of the City's diverse community, the Blueprint must use strategies and activities that are culturally appropriate. More importantly, recognizing that programs, activities, and interventions are not inherently culturally neutral, successful implementation of the Blueprint requires that everyone who is touched by the plan – from decision makers and planners to service providers to youth and families – harness the unique strengths and assets that can derive from incorporating a culturally grounded approach.

The description of the rationale for each Blueprint goal and the action plan that follow were shaped by the collective input from the diverse group partners, stakeholders, and community members that participated in the strategic planning process.

Background on the Blueprint goals

Goal 1: Foster violence-free social environments

Community members and the Plan Development Workgroup members identified concerns related to the perceived normalization of violence in their neighborhoods. Sustainable progress toward ending youth violence requires addressing social environments. To generate progress, efforts to address social environments must employ a broad, multi-systemic approach that is implemented through a variety of strategies including communication, a focus on community and institutional climates, and policy change.

Research has demonstrated that long-term violence prevention public education campaigns are an effective strategy. They can mobilize communities around a common goal, enhance understanding of the ways individuals and groups can contribute to creating a violence-free community, inform the target audience about effective prevention and intervention strategies, and help people identify and access resources. The need for increased communication and outreach around Blueprint efforts was reinforced by feedback from community members at several of the community dialogue sessions.

Positive institutional environments and climates not only provide safe spaces free from violence, but they also foster social and emotional learning and the development of beneficial relationships between youth and adult role models. Healthy and productive social and emotional climates lead to increased youth engagement, interaction, and empowerment, which are fundamental components for fostering long-term sustainable changes in social environments. Community members highlighted the need for safe spaces for youth during the community dialogues.

Perception of safety is an important component of the well-being of community members and neighborhoods. Though by many measures violent crime has decreased in Minneapolis since 2006, public perception does not always match that reality. Graffiti, litter, and neglected buildings and public spaces can contribute to perceptions that neighborhoods are unsafe, exacerbate fears of victimization, and contribute to increased

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criminal activity. Maintaining the infrastructure needed for bicycling and walking encourages residents to be outdoors, which in turn promotes a sense of safety and security. A denser presence of pedestrians and cyclists is characteristic of a strong sense of community, increases feelings of safety, boosts natural public surveillance, and engenders social interactions.

Changing community perceptions of violence must be accompanied by corresponding changes reflected in policy. The approach in Minneapolis to preventing youth violence depends on strong grassroots, community-based efforts, but the effectiveness of that work can be greatly enhanced if legislators and policymakers are informed and influenced through advocacy and agenda setting. This need was corroborated by the Plan Development Workgroup, which identified a need for legislative policy change to address issues such as data sharing practices between entities and youth access to guns.

Goal 2: Promote positive opportunities and connections to trusted adults for all youth

Individual and systemic support and positive opportunities are essential to youth violence prevention. This support includes ensuring that youth have pro-social outlets, are part of positive peer networks, are connected to caring and trusted adults, have job readiness training and employment opportunities, and have access to services that promote their physical and mental well-being. Youth who have these positive supports and opportunities are less likely to engage in risky behaviors that may lead to or involve violence.

Out-of-school time (OST) activities provide pro-social opportunities for youth and allow them to build relationships with positive peer groups. OST opportunities offer youth meaningful ways to influence the world around them, nurture their interests and talents, practice and enhance their skills and competencies, and increase their connectedness to community. Quality OST activities can assist youth with college and career readiness, build assets, engage parents and families, and maximize and build community resources and partnerships. In addition, OST activities provide a venue for the cultivation of positive relationships between youth and adults. The community dialogue events underlined a need for more programming and leadership opportunities for youth.

At the core of any prevention effort is the role of caring, trusted adults in the lives of youth. Family and friends can offer this support, but more formal relationships are important for augmenting available supports. A primary resource for these opportunities is community-based mentoring programs. The Minneapolis Youth Violence Review Commission Report, the Plan Development Workgroup members, and community dialogue participants all noted a need for continued focus on recruiting, training, and using mentors as positive supports for youth.

Community dialogues and Plan Development Workgroup meetings also highlighted the need for more job skill training opportunities and jobs for youth. Such opportunities offer benefits similar to OST activities, including providing pro-social outlets, connections to positive peer groups, opportunities to nurture interests and

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practice skills, increased connections to community, and connections to positive adult role models. In addition, job readiness training and jobs designed specifically for youth create long-term positive impacts on future employability and earnings.

In order for youth to thrive, these youth development strategies must be integrated into a holistic approach to their well-being. Access to primary care, mental health services, and information and education related to healthy sexuality and relationships is instrumental in assisting youth in developing their capability to thrive into adulthood. Access to services is also critical for families that are trauma-afflicted or otherwise vulnerable. Traumatic stressors during childhood and adolescence represent a common pathway to long-term problems, and studies have shown an association between crime and childhood exposure to various adverse family, economic, and community factors. The Plan Development Workgroup members recognized the need to address traumatic stress as Blueprint efforts move forward.

Community dialogue participants expressed significant concern about the need for youth to have available and accessible mental health services. Recent studies on the link between mental health and youth violence indicate that untreated mental health issues have a direct impact on the potential for youth to engage in negative risk-taking behaviors and violence. Many youth who engage in activities linked to violence do not receive the mental health services they need, which can lead to impairment in multiple areas of their lives including school and home. The entire community is critical for providing necessary support to address the health needs of youth, and family involvement in mental health services is essential.

Goal 3: Intervene with youth and families at the first sign of risk

A critical component of preventing youth violence is early intervention at the point youth first exhibit signs that they are at risk for involvement in violence. This includes intervening with youth who have committed truancy, curfew, and low-level offenses, addressing family and sexual violence, directing services toward youth who have been victims or who are at risk of becoming victims of street or community violence, and targeting outreach and community-based programming to disconnected youth.

Curfew and truancy violations are important risk indicators. Research has shown that youth who commit these violations are more likely to drop out of school, exhibit delinquency, and abuse drugs. In addition, because they spend more time away from school and home, youth who are truant or out late at night may be more likely to perpetrate or become a victim of a violent crime. Similarly, youth who commit low-level offenses may be on a pathway for later delinquency and criminal activity. With that risk for further criminal activity in mind, the Plan Development Workgroup identified a need for more early and intermediate interventions.

Family and sexual violence are important concerns to be addressed within youth violence prevention efforts. This fact was underscored by feedback from community dialogues participants who called for greater attention to family violence in the Blueprint. In addition, Plan Development Workgroup participants expressed concerns related to victimization at home and the lack of safe home environments for some youth. Screening

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for and responding to trauma is important in order to prevent repeated victimization of youth who experience physical or sexual abuse. And, because an untreated victim can often become a perpetrator, effective screening and response is necessary to short-circuit any potential long-term cycle of violence that may stem from involvement in family and sexual violence.

Similarly, it is important to intervene with victims of street or community violence. Responses, programming, and services specifically tailored toward victims or potential victims can help reduce the risk of initial or repeated victimization. The Plan Development Workgroup focused on such intervention services for victims and potential victims as a significant area of need.

Some youth who are at risk of becoming victims or perpetrators of violence tend to be disconnected and may exhibit other factors that put them at risk. These youth may not always be reached by interventions and responses specifically tailored for victims or potential victims of violence. Employing street-based outreach and community-based programming targeted at disconnected youth is an important facet of ensuring that interventions occur with these youth.

Goal 4: Restore youth who have gone down the wrong path

Youth who have become involved with the juvenile justice system can change their trajectory with the help of supportive services and opportunities. Although ensuring accountability is a fundamental component of working with system-involved youth, providing additional services is an important facet of diverting them from further criminal behavior, helping to prevent deeper involvement in the juvenile justice system, and assisting those who are transitioning back to their communities from out-of-home placements. Community dialogue feedback called for more programming to reach these youth, including services at the Hennepin County Juvenile Detention Center, and additional supports to help youth navigate systems, succeed academically, and secure employment. Community dialogue participants also noted that in many cases, the process of restoring youth who have gone down the wrong path necessitates addressing and providing support for any physical and mental health needs that may have contributed to their actions, including opportunities to develop emotional coping skills.

Goal 5: Protect children and youth from violence in the community

Law enforcement plays a critical role in ensuring the safety of youth, families and the greater community. The Minneapolis Police Department accomplishes this through multiple approaches, including relationship building and role modeling, an enforcement-centered response to youth crime, and limiting youth access to guns.

Positive relationships between law enforcement and youth are a crucial component of safe, violence-free communities. Community engagement dialogues highlighted programs that build positive relationships between youth and police officers as productive aspects of the Police Department's efforts. School Resource Officers, situated in schools, play a critical role in bridging the gap between youth and police.

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Coordination of effective law enforcement response to youth crime is necessary to maintain safe communities. Successful enforcement reduces the amount of violence occurring with communities. The illegal possession of guns is strongly associated with youth crimes, and guns are involved in the majority of youth homicides. Gun violence can destroy families and communities, and the presence of illegally obtained guns is a significant public safety threat.

Moving from goal-setting to action

The Blueprint represents a community-driven, grassroots response to the issue of youth violence. The goals are a framework under which many programs, services, and efforts coalesce. The Minneapolis Health Department coordinates Blueprint planning, implementation, and evaluation.

Within the Health Department a core team of three staff, led by the Director of Community and Public Health Initiatives, includes the Youth Violence Prevention Coordinator, the Youth Development Coordinator, and the Youth Intervention and Outreach Coordinator. The Director of that team reports to the Commissioner of Health. Contributing to the core team's work are the members of the multijurisdictional operational team. Efforts are overseen by the Youth Violence Prevention Executive Committee.

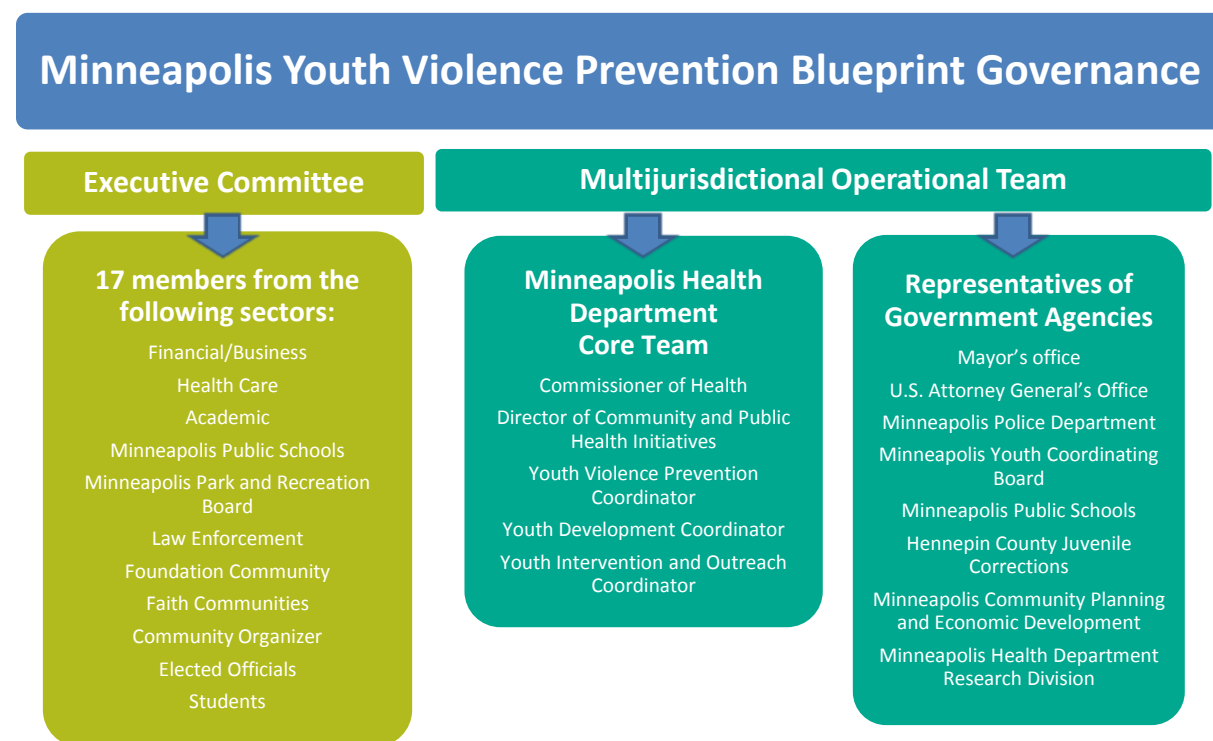
Many specific activities within the Blueprint are driven by various city and county departments, collaborating institutions and systems, and community- and faith-based partners. It would be impossible to enumerate all of these quality programs and opportunities offered to youth and families in the Minneapolis community. The action plan that follows reflects that, and is not an exhaustive list of services and programming provided to City youth. Rather, it is a point-in-time look that highlights representative programs, significant collaborations, key strategies, and priority needs and approaches.



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The collaborative, multi-level approach intrinsically integrates programming that is designed to serve diverse populations. By engaging and supporting myriad service providers rather than serving as the fundamental driver of service, Blueprint efforts incorporate programs and services that are inclusive of and tailored specifically for individuals with diverse characteristics and backgrounds, including gender, sexual orientation, race, ethnicity, culture, language, religion, socioeconomic status, physical and mental ability, and physical appearance. Although the goals outlined in the Blueprint are discussed in broad, population-level language, Blueprint contributors share the belief that achieving these goals requires taking diversity into account.

Of particular note with this revised Blueprint are the New Activities, which represent priorities for the next three years.



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Action Plan

Goal 1: Foster violence-free social environments

Objective 1.1: Increase awareness of efforts to prevent youth violence on a local, regional, and national level

Ongoing and enhanced activities

- Minneapolis Health Department (MHD) will host community dialogues for increased awareness of youth violence prevention efforts.
- The Ending Youth Violence Roundtable, a citywide collaborative effort among various stakeholders and interested parties, will continue to focus efforts on violence prevention in north Minneapolis.
- MHD Youth Development Coordinator will partner with Youth Coordinating Board to continue to implement projects that promote youth engagement in media and art such as the Summer 612 and Picturing Peace. These initiatives are designed to promote peace and improve public perceptions of violence in the community.
- In partnership with schools and community, MHD will annually support National Youth Violence Prevention Week and the Peacemaker Award, which highlights teachers and youth who address youth violence and foster community peace.
- Minneapolis Youth Congress will assist with youth violence prevention efforts by intentionally engaging youth for feedback and recommendations.

New Activities

- Minneapolis Health Department will develop a comprehensive plan to communicate youth violence prevention efforts and impact. The messages and materials within that plan will be disseminated to residents and service providers.
- The multijurisdictional operational team of stakeholders will work to create a guide that outlines steps individual community residents can take on their own to contribute to a violence-free city.
- The multijurisdictional operational team will identify and raise awareness of grassroots youth violence prevention efforts already succeeding in the community.

Performance Measures

- Dissemination of messages and materials to residents or agencies from all neighborhoods in Minneapolis
- Number of residents that participate in community engagement events
- Number of businesses and organizations that formally sign on to support youth violence prevention efforts

Objective 1.2: Improve institutional climates to promote welcoming and safe environments

Ongoing and enhanced activities

- The Minneapolis School Based Clinic Program will continue to improve service delivery through youth engagement and peer education. Silver Ribbon Campaigns, student directed organizations aimed at

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erasing and raising awareness of mental health issues, exist in two schools; other schools collaborate with the National Alliance on Mental Illness (NAMI).

- The Minneapolis Park and Recreation Board will provide training for all employees in youth development and engagement.
- Youth Coordinating Board will continue to support youth program quality improvement through implementation of the Youth Program Quality Assessment (YPQA) and other program improvement models.
- Minneapolis Public Schools (MPS) will enhance the Positive Behavior Intervention and Supports (PBIS) framework by incorporating evidence based programming in select schools
- MPS will continue to raise awareness of and provide resources for stopping the use of social media as a mechanism for bullying.

Performance Measures

- Number and Percentage of Minneapolis Public Schools staff trained in school climate issues
- Number and Percentage of School Resource Officers trained in PBIS framework

New Activities

- Minneapolis Public Schools will provide system-wide PBIS enhancement training for School Resource Officers (SROs).
- Minneapolis Public Schools will train staff on Adverse Childhood Experiences (ACE), best practices in bullying prevention and response, and social-emotional skill building (Second Step and Mind-Up).
- Minneapolis School Based Clinic Program mental health providers will be trained in Interpersonal Therapy for Depressed Adolescents (IPT-A), an evidence-based practice.
- The Minneapolis Youth Cabinet will be established to ensure that the principle that youth are an asset essential to the future vitality and success of the City is integrated into City planning and other activities.

Performance Measures

- Number of projects funded by the Innovative Graffiti Prevention Micro Grant program
- Average percent reduction in graffiti in target area for projects funded through the Innovative Graffiti Prevention Micro Grant program
- Percentage of residents who are satisfied with the city services for cleaning up graffiti
- Percent of citizen-reported city owned street light outage service requests that are resolved within Service Level Agreement of 12 working days
- Percentage of residents who agree that street lighting is adequate in their neighborhood

Objective 1.3: Enhance neighborhood conditions to improve community perceptions of safety

Ongoing and enhanced activities

- The Innovative Graffiti Prevention Micro Grant program, overseen by the City of Minneapolis Division of Solid

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Waste and Recycling, awards grants to community groups and organizations to fund projects that will reduce graffiti in communities that are routinely vandalized and that have a high risk for youth violence.

- The City of Minneapolis Public Works department provides graffiti abatement services and maintenance of city-owned streetlights.
- Neighborhood Clean Sweep, overseen by Clean Minneapolis, works with neighborhood associations to make neighborhoods cleaner and safer.
- Minneapolis Department of Public Works will continue to provide maintenance and repair on all city green spaces, mini-malls, plazas, and bike trails in the public right-of-way.
- The City of Minneapolis will continue to support the infrastructure necessary for positive bicycling and walking opportunities for residents.

Objective 1.4: Advocate for policy change to support youth violence prevention and juvenile justice reform

Ongoing and enhanced activities

- Minneapolis Health Department will continue involvement with the UNITY (Urban Networks to Increase Thriving Youth) City Network to promote youth violence prevention and inform policy and practice.
- The Hennepin County Juvenile Detention Alternatives Initiative will continue efforts to reduce disproportionate minority contact, eliminate unnecessary use of secure detention for youth, and redirect resources to effective community-based and culturally appropriate services for youth and families.
- The Council on Crime and Justice will continue advocacy efforts targeted at reducing collateral consequences related to arrest or criminal conviction for youth.
- The statewide Juvenile Justice Advisory Committee will continue to provide leadership and support in setting a vision for juvenile justice in the State of Minnesota that is informed by evidence-based practices, multi-disciplinary practice, and diverse communities.

New Activities

- Minneapolis Health Department Youth Violence Prevention Coordinator will work with Youth Violence Prevention Executive Committee members to create a committee charter.
- Youth Violence Prevention Coordinator will develop a policy agenda, address issues and seek policy change on a local and statewide level.

Performance Measures

- Approval of Youth Violence Prevention Executive Committee Charter
- Creation of metro and/or regional Youth Violence Prevention network

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- Youth Violence Prevention Coordinator will support the development of a metro and/or regional youth violence prevention network.

Goal 2: Promote positive opportunities and connections to trusted adults for all youth

Objective 2.1: Enhance and improve out-of-school time opportunities through citywide Out-of-School Time (OST) system

Ongoing and enhanced activities

- Youth worker collaboration and support through geographic networks: Northside Youth Collaborative, South Side Youth Worker Engagement Group, Eastside Youth Worker Group.
- Minnesota Afterschool Network will lead a shared agenda to leverage increased resources for OST programming and activities.
- The Youth Coordinating Board (YCB), a collaboration between the City of Minneapolis, Hennepin County, the Minneapolis Park and Recreation Board, the Hennepin County Library, and Minneapolis Public Schools, will continue coordination and convening of youth-serving organizations.
- YCB will lead efforts for OST program capacity building and quality improvement.
- City and County partnership for annual Partners for Youth Conference to provide resources for youth workers.

Performance Measures

- Number of youth participating in OST activities
- Number of organizations using a quality assessment tool (such as YPQA)
- Number of youth workers involved in training collaborative

New Activities

- Youth Coordinating Board (YCB) will develop a parent and teen program/activities finder, a one-stop web-based resource for information on out-of-school time (OST) opportunities for Minneapolis youth, programs, and providers.
- YCB will create a citywide data system for OST programs to collect and manage data to assist with providing accurate information about OST activities in Minneapolis and to inform intentional decision making.
- The Minneapolis Health Department, YCB, and the Beacons Network will partner to create a youth worker training collaborative.

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Objective 2.2: Maintain employment opportunities and work readiness training for youth and young adults

Ongoing and enhanced activities

- Minneapolis Employment and Training Program (METP) will continue to implement the STEP-UP youth summer employment programs including STEP-UP Explore and STEP-UP Discover.
- METP and Achieve Minneapolis will continue to partner to provide the STEP-UP Achieve youth summer employment program for youth 16-21 interested in a challenging professional experience.
- METP will continue to provide additional work readiness training opportunities for youth 14-21
- The Minneapolis Park and Recreation Board will continue to sponsor Teen Teamworks summer youth employment program.

Performance Measures

- Number of youth participating in STEP-UP and other city summer youth employment programs
- Number and percentage of youth completing work readiness training
- Number of youth participating in the Minneapolis Park and Recreation Board employment programs
- Number of youth participating in city sponsored year round youth employment programs

Objective 2.3: Increase quality and availability of mentoring relationships between youth and adults

Ongoing and enhanced activities

- A number of mentoring organizations such as Big Brothers Big Sisters and Bolder Options will continue to provide high quality formal mentorship opportunities for Minneapolis youth.
- The Mentoring Partnership of Minnesota (MPM) will continue to provide the QMAP (Quality Mentoring Assessment Path) for mentoring organizations to improve mentorship quality and effectiveness.

New Activities

- The Minneapolis Health Department (MHD) will work with community partners, including the Mentoring Partnership of Minnesota (MPM), on a mentor recruitment campaign.
- Minneapolis Public Schools will create a mentoring website to support mentorship opportunities.
- MHD will partner with schools and MPM to sponsor trainings on formal and informal mentoring strategies.

Performance Measures

- Number of new mentors recruited
- Number of organizations using QMAP

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Objective 2.4: Promote health and well-being of youth and their families

Ongoing and enhanced activities

- Minneapolis Public Schools (MPS) will continue to implement science-based sex education in all middle schools and high schools.
- The Minneapolis School Based Clinic Program will assist youth with information on healthy sexuality and relationships.
- School based clinics and MPS will provide information and services for mental health. Mental health providers remind parents and students of available services at parent-teacher conferences and open houses and give presentations to ninth graders and in health classes.
- Agencies including Minnesota Visiting Nurse Agency and Way to Grow will continue to provide home visiting, early childhood development, and parent education to families, including families that are at risk, isolated, trauma-afflicted, or otherwise vulnerable.
- Hennepin County Front Door Access provides one-stop information and referrals for a wide array of services including: developmental disabilities and children's mental health; cash, food, and financial assistance; health care assistance; child protection services; and health screenings and preventive care.
- The Northside Achievement Zone (NAZ) supports parents and families in north Minneapolis through whole-family wraparound and engagement and alignment with supportive family coaches. Supports include housing stabilization and health and behavioral wellness services.
- Minneapolis Public Schools will continue to provide Connecting Parents to Educational Opportunities (CPEO), a seven-week curriculum-based program designed for parents that brings schools, parents and community together as equal partners in the education of students.

Performance Measures

- Number of families receiving home visiting through Minnesota Visiting Nurse Agency and Way to Grow
- Number of youth served by the Minneapolis School Based Clinic Program
- Number of youth and families served by Northside Achievement Zone
- Number of Minneapolis charter and alternative schools that receive training and/or technical assistance for adolescent sexual health education

New Activities

- Minneapolis Health Department (MHD) will contract with community-based organizations to develop and implement culturally specific parent education programs for parents/caretakers of teens.
- MHD will partner with the Hennepin County Temporary Assistance to Needy Families (TANF) Teen Program to align resources and coordinate services by incorporating public health home visiting for adolescent parents enrolled in TANF.
- MHD in partnership with the HIV/STI Coordinator at the Minnesota Department of Education, will provide training and technical assistance for charter and alternative schools to aid in implementation of appropriate science-based sex education.

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Goal 3: Intervene with youth and families at the first sign of risk

Objective 3.1: Reduce the number of curfew, truancy, and low-level offenders

Ongoing and enhanced activities

- Juvenile Supervision Center (JSC), a collaboration between the City of Minneapolis, Hennepin County, and Minneapolis Public Schools. The JSC is a safe and supervised space for youth ages 10-17 who have been picked up for truancy, curfew, or low-level offenses by law enforcement in Hennepin County. Services include risk assessments, resource referrals, crisis intervention, and case management and are coordinated by The Link.
- Be@School, a program overseen by the Hennepin County Attorney's office designed to increase school attendance and improve community connections across Hennepin County through early intervention that provides education and support services to school-age youth and their families.
- Minneapolis Public Schools Check and Connect, which works across home, school, and community to provide individualized intervention focused on promoting student engagement through relationship building.
- The Minneapolis Police Department and the Hennepin County Attorney's Office provide pre- and post-charge diversion programs for youth who have committed crimes. Those jurisdictions collaborate with community-based agencies for service provision, and services include restorative justice components.

Performance Measures

- Number and percentage of youth who successfully complete JSC case management
- Number and percentage of repeat offenders at the JSC
- Number of youth referred to the Be@School Program
- Number of youth who enter Minneapolis Police Department diversion programming
- Number of youth who successfully complete Minneapolis Police Department diversion programming

Objective 3.2: Screen and respond to youth victims of family and/or sexual violence

Ongoing and enhanced activities

- The Domestic Abuse Project provides counseling, educational programs, and training, and serves as a resource for schools, law enforcement, and human services organizations.
- Minneapolis Public Schools' Health and Safety Committee addresses the safety needs of Minneapolis youth during the school year (School Strong) and in the summer (Summer Strong).

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- ProjectCONNECT, through which Minneapolis School Based Clinic Program staff provide assessments and mental health services and/or referrals to community agencies for youth who identify as victims of violence.
- Minneapolis Youth Congress Health Committee will continue holding community dialogues to raise awareness of sex trafficking of youth and facilitating training sessions geared towards school staff and youth providers.

New Activities

- The City of Minneapolis is working with various partners to coordinate response related to the Safe Harbors Law, which is designed to prevent sex trafficking of youth. This includes training on: victim-centered response for the police department; signs and symptoms of sex trafficking for healthcare staff; and recognition of potential sex trafficking activities for lodging establishment staff.
- Minneapolis Police Department will expand the number of staff involved in youth sex trafficking investigations and continue to focus on a philosophy of victim-centered response.

Performance Measures

- Number and percentage of youth screened for family and/or sexual violence by Minneapolis School Based Clinic Program
- Number of youth referred for additional services by Minneapolis School Based Clinics
- Number of police officers trained in victim centered response protocols for youth victimized by sex trafficking

Objective 3.3: Develop tailored intervention programs for youth who have been victims of street/community violence or who are at risk of being victimized by street/community violence

New Activities

- Minneapolis Youth Violence Intervention Program (MYVIP), a Minneapolis Health Department initiative that will provide psychosocial assessments to youth ages 10-24 who present to the emergency room at local level one trauma centers with a violent injury. Following assessments, youth will be connected to appropriate community-based programming and resources.
- Juvenile Mortality Review Panel, a proposed cross-jurisdictional group comprised of representatives from various private, public, and non-profit entities and community volunteers to examine each case of youth homicide in order to identify the circumstances that may have led to the homicide. The panel will be a collaborative effort organized and overseen by the Minneapolis Health Department.
- Preventing Youth Victims of Violence Program, a data-informed approach to providing services to youth who are most at risk of becoming victims of violent crimes. This program will be coordinated by the Minneapolis Health Department Youth Intervention and Outreach Coordinator.

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Objective 3.4: Provide outreach and community-based programming for disconnected youth

Ongoing and enhanced activities

- YMCA Youth Intervention Services provides programs and services for youth who are homeless or at risk of homelessness, youth who are engaged with the juvenile justice system, youth exiting long-term foster care, and youth experience truancy. The programs focus on education, employment, housing and basic needs, and mentoring.
- The Minneapolis Park and Recreation Board provides street outreach programming including StreetReach, which supports and seeks to reconnect youth who are disconnected from community and family.
- MAD DADS Street Outreach uses prevention and intervention strategies that help youth connect to educational and other opportunities and help prepare parents to be better role models.
- Youthlink/Youth Opportunity Center provides drop-in support, case management, tutoring, and physical and mental health services for youth who are experiencing homelessness.
- Youth Coordinating Board, Downtown Improvement District, and the YMCA collaborate to provide a downtown street outreach team to promote positive relationships and refer youth to appropriate services and supports.
- StreetWorks, a collaborative of 10 youth-serving agencies that provides street-based outreach, emergency case management, and access to basic needs for youth experiencing homelessness.
- BUILD (Broader Urban Involvement and Leadership Development) curriculum implementation in partnership with community-based youth-serving organizations. The BUILD curriculum provides youth with opportunities to learn positive decision-making, goal setting, and conflict resolution in order to help them resist the lure of street gangs and violence. The Minneapolis Health Department has worked to create culturally specific tip sheets to better meet the needs of the City's diverse community.

Performance Measures

- Number of youth served by YMCA Intervention Services
- Number of providers trained in the BUILD curriculum
- Number of youth who receive the BUILD curriculum

Goal 4: Restore youth who have gone down the wrong path

Objective 4.1: Provide supports and services to youth engaged with the juvenile justice system to reduce further involvement

Ongoing and enhanced activities

- Hennepin County Juvenile Probation supervises youth on probation through multiple alternative innovative strategies. Such an approach allows for probation to be not solely punitive but supportive as well. Some of these approaches include Evening Reporting Centers, rewards and incentives, and responsive grid sanctions that outline alternative punitive measures.

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- Risk factor assessments are conducted for all youth on Hennepin County Juvenile Probation, and individualized case management and supportive services are provided to youth when appropriate. These can include dedicated professional case managers from contracted outside agencies, wraparound services, referrals for supportive services and basic needs, and service-oriented case management from probation officers.
- Community array of services to address behaviors and thinking patterns with youth on probation, including use of cognitive behavioral therapy approaches, Aggression Replacement Training, and gang reduction intervention programming.
- Restorative justice principles, including restorative justice panels, restitution, and community service are used to promote development of empathy and healing within individual youth and their communities.
- The North4 program, operated by Emerge, provides workforce and life skills training for youth who are gang involved and who have had previous involvement with the juvenile justice system. Numerous other community-based agencies and programs provide employment training and job opportunities for youth who have been engaged with the juvenile justice system as well. Some of these include the Employment Action Center, HIRED, STEP-UP, and Tree Trust.
- The Hennepin County Juvenile Detention Alternatives Initiative convenes a Parent and Family Engagement subcommittee, which seeks to enhance the way Hennepin County engages with parents and youth from initial contact with the juvenile justice system through discharge.

Performance Measures

- Number of Minneapolis youth who have successfully completed probation
- Number of Minneapolis youth who recidivate during probation or within six months upon completion of probation
- Number and percentage of youth who complete North4 employment training

Objective 4.2: Address the physical and mental health of youth involved with the juvenile justice system

Ongoing and enhanced activities

- The Massachusetts Youth Screening Instrument (MAYSI) assessment tool is used in the Hennepin County Juvenile Detention Center and by Hennepin County Juvenile Probation to screen for and identify potential mental health issues in need of immediate attention. Follow-up resources are offered when appropriate.
- The High Fidelity Wraparound approach is used to support youth on probation. The approach involves coordination of a team of family members, service providers, agency representatives, community representatives, and school supports to ensure needs are identified and met.

Performance Measures

- Number of youth receiving MAYSI assessment
- Number of youth identified with needs who have been connected to services

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- Probation officers and case managers provide a community array of services to provide mental health support, trauma informed care, and therapeutic services, including MultiSystemic Therapy and Functional Family Therapy, for youth on probation. When youth access mental health services in an out of home placement, probation officers and case managers help them and their families navigate systems to ensure continuity of care upon re-entry into the community.
- Hennepin County Juvenile Probation coordinates chemical health services for youth on probation. These can include in-house chemical dependency assessments, referrals for outside assessments, and engagement with the community to ensure sustainable holistic treatment.

Goal 5: Protect children and youth from violence in the community

Objective 5.1: Promote positive contacts between youth/the community and police

Ongoing and enhanced activities

- The Police Activities League provides opportunities for youth to access activities and sports programming that would otherwise be cost-prohibitive. Minneapolis Police Officers facilitate the activities and serve as mentors to youth participants.
- Minneapolis Crime Prevention Specialists, civilian employees of the police department, are assigned to specific areas of the City and respond to citizen issues around crime in neighborhoods. They work with Block Clubs and provide training to youth and the community around personal safety, burglary prevention, and auto-theft prevention.
- The Minneapolis Police Department Community Engagement Team conducts Citizens Academies throughout the community, which include safety camps for youth.
- The Crime Prevention Intern Program, run by the Minneapolis Police Department, offers summer internships for youth to work with officers.
- Bike Cops for Kids, a grassroots program started by two School Resource Officers, provides bikes, helmets, and locks to youth in the community. Bike Cops for Kids Officers ride through neighborhoods interacting and building positive relationships with youth.

Performance Measures

- Number of youth participating in Police Activities League
- Number of youth participating in Crime Prevention Intern program
- Number of youth and police officers who report satisfaction with Youth and Police Dialogues
- Number of positive contacts with School Resource Officers reported

New Activities

- Youth and Police Dialogues, coordinated by the Ending Youth Violence Roundtable, provide a positive and productive forum for discussion between Minneapolis Police Officers and youth.

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Objective 5.2: Ensure a timely coordinated response to youth crime

Ongoing and enhanced activities

- The Minneapolis Police Department (MPD) Juvenile Unit conducts investigation, diversion, and outreach targeted at youth perpetrators or youth at risk of perpetrating.
- The Minneapolis Anti-Violence Initiative (MAVI) is a collaboration between Hennepin County and the MPD that conducts supplemental probation home visits for high-risk offenders.
- MPD collaborates with schools and community-based agencies to reduce retaliatory acts of youth violence.

Performance Measures

- Number of MAVI home visits
- Number of youth involved in retaliatory violence following a homicide or assault

Objective 5.3: Decrease youth access to guns

Ongoing and enhanced activities

- Minneapolis Police Department conducts efforts to limit youth access to guns, including tracking illegal straw purchases, information gathering, and collaboration with the Bureau of Alcohol, Tobacco, Firearms, and Explosives.
- Local, regional, and national advocacy groups and policy makers, including Mayors Against Illegal Guns, work to promote sensible gun policy.

Performance Measure

- Number of weapons recovered from youth

Measuring progress

The City of Minneapolis is committed to monitoring progress toward youth violence prevention and to incorporating strategies that are grounded in research and responsive to residents' needs. The Health Department youth violence prevention evaluation efforts involve coordination with various internal and external partners, including the Minnesota Department of Health, Minneapolis Police Department, Minneapolis Public Schools, the Minneapolis Park and Recreation Board, University of Minnesota, Hennepin County, and community-based youth-serving organizations.

The City tracks a broad range of performance measures and indicators in order to evaluate the success of the Blueprint. Blueprint performance measures indicate how well a program, agency or service has implemented Blueprint activities, and indicators quantify an achievement of a result at a population level. Overarching indicators for youth violence prevention that the City monitors include the number of youth homicides, the number of youth involved in violent crimes, and youth assault-related injuries. There are also performance measures and indicators specific to each of the Blueprint Goals.

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2013 Minneapolis Blueprint Goals and Selected Corresponding Indicators and Performance Measures

Overarching Blueprint Indicators and Performance Measures	Number of youth homicides
	Number of youth involved in violent crime
	Number of assault-related injuries among youth
GOAL ONE: <i>Foster violence-free social environments</i>	Residents' perception of neighborhood safety and suitability for raising children
	Number and percent of school staff and School Resource Officers trained on safe school climate
	Neighborhood and environmental conditions
	Number of shots fired in Minneapolis neighborhoods
GOAL TWO: <i>Promote positive opportunities and connections to trusted adults for all youth</i>	Number of youth participating in out-of-school time activities
	Number of youth in STEP-UP and other employment programs
	New youth mentor recruitment and successful mentor placements
	Number of organizations using quality assessments such as the Quality Mentoring Assessment Path and the Youth Program Quality Assessment
	Number of youth and families served through home visiting, NorthSide Achievement Zone, and the Minneapolis School Based Clinic Program
GOAL THREE: <i>Intervene with youth and families at the first sign of risk</i>	Percent of youth served who successfully complete Juvenile Supervision Center case management
	Number of youth screened for sexual violence at Minneapolis School Based Clinics
	Percent of repeat offenders at the Juvenile Supervision Center
	Number of providers trained and number of youth who receive the Broader Urban Involvement and Leadership Development curriculum
GOAL FOUR: <i>Restore youth who have gone down the wrong path</i>	Number of youth who have successfully completed probation
	Number of youth who recidivate during probation or within six months upon completion of probation
	Number and percentage of youth who gain employment after completion of North4 employment training
GOAL FIVE: <i>Protect children and youth from violence in the community</i>	Number of positive contacts between youth and School Resource Officers
	Number of gun-related injuries among youth
	Number of incidents involving guns and youth

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Reporting progress and enhancing the work

Information on the success of the Blueprint is made available to stakeholders and the public through Blueprint progress reports and Results Minneapolis. The semi-annual Blueprint progress reports feature information from community partners around their activities and programs that are relevant to one or more of the Blueprint Goals. The reports are available to the public and provide a snapshot of community and agency-based strategies, resources, and programs that contribute to achieving reductions in youth violence. They include a focus on priority strategic areas that have been selected for that implementation period. These reports are used by Blueprint partners to continuously evaluate and improve the implementation of Blueprint activities.

Additionally, youth violence prevention indicators are compiled in a Results Minneapolis publication. Results Minneapolis is the City's gateway to performance measurement information and contains data from multiple City departments and external data sources. It is a results-driven management report and it increases transparency around the City's progress on many citywide initiatives. The youth violence prevention results are presented annually at a public meeting with elected officials, leadership from City departments, and other key stakeholders and institutional representatives. The presentation of the data and ensuing dialogue allow for identification of key concern areas and development of new strategies to address those areas. Results are also presented to the Youth Violence Executive Committee and made available to the public online.



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Brian Coyle Center	Minneapolis Youth Violence Prevention
Brooklyn Center Police Department	Executive Committee
City of Minneapolis City Council	Northside Achievement Zone
City of Minneapolis Health Department	Pillsbury United Communities - Oak Park
City of Minneapolis Mayor's Office	Rainbow Health Initiative
City of Minneapolis Police Department	Restorative Justice Community Action
Division of Indian Work	Search Institute
GAS/Shorenstein	Shiloh Temple
Greater Minneapolis Council of Churches Greater	Simmons Consulting
Twin Cities United Way	The Family Partnership
Hennepin County Attorney's Office	The Link
Hennepin County Human Services and Public	TRIO-Upward Bound
Health Department	United States Attorney's Office
Hennepin County Juvenile Probation	University of Minnesota Research and Outreach
Hennepin County Medical Center	Center
J. Murphy & Associates	University of Minnesota School of Nursing
La Oportunidad	University of Minnesota Youth Studies
Little Earth of United Tribes, Inc.	Department
Men Against Destruction, Defending Against	Waite House
Drugs and Social Disorder (MAD DADS)	YMCA of the Greater Twin Cities
Minneapolis Employment and Training Program	Youth Coordinating Board
MIGIZI Communications, Inc.	Youthprise
Minneapolis Downtown Improvement District	youthrive
Minneapolis Park and Recreation Board	
Minneapolis Public Schools	

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For more information and additional materials related to the Blueprint or City of Minneapolis youth violence prevention efforts please contact:

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The City of Minneapolis is strongly committed to making City services and information about those services available to everyone, regardless of language barriers or disabilities. This commitment stems from overall City goals of responsive government, community engagement, and customer service. As residents, workers or visitors who contribute to city life, people with limited English proficiency and people with disabilities are entitled to fair and equal access to service.

If you need this material in an alternative format please call the Minneapolis Health Department at (612)673-2301 or email health@minneapolismn.gov. Deaf and hard-of-hearing persons may use a relay service to call 311 agents at (612) 673-3000. TTY users may call (612) 673-2157 or (612) 673-2626.

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